

Strategic Communication Plan FY 2006-200



Vision

Communications will help SCLHS grow and become a stronger System by cultivating a well-informed and engaged staff, and fostering positive perception in our communities.

Communication Goals

Cultivate an engaged workforce.

Objectives

- Effective Tools
- Transformational Change
- Standardization
- Communication Team
- Leadership Communications
- Growth Message Management
- System Office
- Physician Relations Support

Improve perception in the community.

Objectives

- Key Issues
- Social Accountability
- Emerging Issues
- Advocacy Support
- Foundation Support

Grow and become a stronger organization.

Objectives

- Image
- careQuest
- Key Service Lines
- Service Line Development
- Support
- Physician Outreach Support
- Group Purchases

Be prepared to respond in a crisis situation

Objectives

- Crisis Preparation
- Communications

Publications

- Mission Matters
- Leadership Notes
- Common Calling guide & articles
- The N.E.W.S.

Major initiatives/campaigns

- Growth
- Transparency
- Pandemic/Crisis
- Union/Labor Activity
- careQuest and ERP
- Transformation and Common Calling

Communication Objectives

Cultivate an engaged workforce.

Objectives

1. Develop and deliver effective messages and communication tools that engage stakeholders in the achievement of the Mission, vision and strategic goals.
2. Inform employees of transformational changes within the System as we move toward our Common Calling. Develop and deliver effective messages and communication tools to SCLHS Leadership and Sponsors.
3. Improve and develop effective communication with Leadership, Boards of Directors, and Sponsors.
4. Create standards and consistency with all communications efforts across the System.
5. Develop Communication Team to improve and strengthen communications at the Affiliate level and demonstrate value of function.
6. Prepare and pro-actively manage communications tactics in the event of merger/acquisition.
7. Improve System Office communications.
8. Support physician relations efforts.

Improve perception in the community.

Objectives

1. Develop communications that educate internal and external audiences about SCLHS and key issues affecting health care and the organization.
2. Tell our story through Social Accountability Reporting and education to the community.
3. Be prepared for and pro-actively manage communications surrounding emerging issues or trends.
4. Support Advocacy efforts.
5. Support Foundation efforts.

Grow and become a stronger organization.

Objectives

1. Enhance and strengthen image through branding, marketing, service line development, and media relations.
2. Announce and increase awareness of careQuest implementation and capabilities.
3. Assist Affiliates in successfully marketing key service lines and developing new ones to become must-have providers in Affiliate communities.
4. Support physician outreach and recruitment efforts.
5. Identify group purchases for communications tools/services for cost savings.

Be prepared to respond in a crisis

Objectives

1. Develop protocol and tools in order to respond in a controlled manner to ensure all stakeholders are informed of situation, its resolution, how it impacts them and the role that SCLHS has.

Strategic Communication Operating Plan

Goal: Improve perception in the community.

Objectives

1. Develop communications that educate internal and external audiences about SCLHS and key issues affecting health care and the organization.
2. Tell our story through Social Accountability Reporting and education to the community.
3. Be prepared for and pro-actively manage communications surrounding emerging issues or trends.
4. Support Advocacy efforts.
5. Support Foundation efforts.

1. Develop communications that educate internal and external audiences about SCLHS and key issues affecting health care and the organization.

| Strategy | Tactics | Audience | Timing | Desired Outcome | Measures | Responsible | Resources/ Costs |
|--|---|------------------|--|--|--|---|---|
| A. Develop and maintain quality website <i>*See individual plan</i> | Redesign and launch new sites; continue to maintain and improve content and fully utilize applications; incorporate educational component for patients and consumers to learn about their health and procedures they are scheduled to undergo, choose vendor, approve group purchase and implement. | All stakeholders | Q2 2006 (Nov 1, 2005), health content vendor approve by Q4 2006, ongoing maintenance | Public is aware of services and offerings at the Affiliates and visits the sites as a source of quality health information. Public visits System site to learn about SCLHS Mission, vision, goals, strategic plans, history, leadership, culture and System career opportunities. Ultimately, this will drive consumers to choose SCLHS hospitals and result in improved patient satisfaction. | Establish ed ROI (i.e. visits, etc., to be develope d), responses to calls to action and reply mechanis m focus groups | ADC, Affiliate Com. Staff, Verus, health content vendor TBD, EDL/Verus to assist in maintenance | Verus costs: design, hosting, maintenance Third party vendor costs. Support staff to assist SCLHS site and Affiliates with updating content |

| Strategy | Tactics | Audience | Timing | Desired Outcome | Measures | Responsible | Resources/ Costs |
|---|--|---|---|--|--|---|--|
| B. Create information packet that contains multiple components with pertinent information about SCLHS including history, leaders, Mission, vision, values, strategic plan, and community benefit to be used in outreach efforts. | Write content, choose designers/firm to create; review and approve; print; distribute | External audiences include community leaders, government officials, physicians and staff being recruited; internal audiences include new employees, physicians, volunteers and board members (at System and Affiliate per request), consultants, vendors. <i>To be used by HR, Mission, Physician Relations, Philanthropy, Advocacy, Volunteer Services and Affiliate Com. Staff.</i> | Q3 2006 | Users have effective, attractive, up-to-date tools to reach constituents who then have a clear understanding of SCLHS. | Informal interviews, demand for material | ADC, EDL, LTG, Affiliate Com. Staff to distribute and manage locally and to provide local profiles. | Design and production assistance, printing, support staff |
| C. Produce newsletter* <i>*See individual plan</i> | Interview and choose design firm, design, write, print, create mailing/distribution lists, distribute four issues per year, annual report to be included | All stakeholders | Q3 2006 Distribute first of each quarter | Quality, attractive, consistent print vehicle established that people utilize as a key source of information to perform their jobs more effectively. | Readership, responses to calls to action, responses to reply mechanisms, EEI/EES | ADC, TMH (WMM, LTG provide direction/final approval) EDL, intern to assist, firm to design | Budget: \$XXX Design/PR firm, printing, mailing, TMH, support staff |

2. Tell our story through Social Accountability Reporting and education to the community.

| Strategy | Tactics | Audience | Timing | Desired Outcome | Measures | Responsible | Resources/ Costs |
|--|--|---|-----------------|--|--|--|--|
| A. Publicize how we fulfill our Mission and benefit the community. <i>CHA Public Perception Project to be a component of this strategy.</i> | Meet with H.E.C. to align efforts; assign responsibilities; audit current practices and existing public perception study results. Establish baseline of expectations, standardize practices and reporting to create consistency. Develop plan of action and themes/key messages. Should include: media coverage/ feature articles; paid ads and columns; community outreach to organizations and government through individual meetings and speaking engagements; education at events; featured on Websites; inclusion in all newsletters/publications; partnering with Advocacy; conduct public perception studies for each Affiliate; establish Affinity Group and Advisory Committees at each Affiliate; work with Mission Integration. | All stakeholders including government officials | Q2 2006 ongoing | Community will know and understand the benefits we provide and how we utilize funds to improve health care services, including serving the vulnerable and underprivileged. | Public perception surveys, other surveys (formal and informal TBD) | ADC, Sr. Judith Jackson, H.E.C., Affinity Advisory Group (TBD), Affiliate Com. Staff, VPs of Mission at Affiliates, chosen firm EDL, TMH to assist as needed. WMM to oversee project and give final approvals. | PR firm, marketing materials (design and printing), support staff TMH to continue to manage Public Perception project. |

3. Be prepared for and pro-actively manage communications surrounding emerging issues or trends.

| Strategy | Tactics | Audience | Timing | Desired Outcome | Measures | Responsible | Resources/ Costs |
|---|---|---|--|---|------------------|---|-----------------------------------|
| A. Choose public relations firm to assist with efforts, and effectively manage communications that result in higher awareness of issues and positive outcomes. | Write RFI/RFP; meet with firms; choose firm; educate firm about SCLHS; upon need, in conjunction with SCLHS communications staff, firm creates issue-specific plan, communications pieces, and toolkits for Affiliate communications staff. | All internal stakeholders and community | Q2 2006 (choose firm) TBD: specific communications for identified issues. | Experts who are available upon need and are aware of the unique needs, history and Mission of SCLHS, create effective communications that educate internal and external stakeholders about issue. | EEI/EES, surveys | ADC, LTG, identified firm, EDL, TMH to assist, Affiliate Com. Staff | PR firm, design and printing, TMH |

4. Support Advocacy efforts.

| Strategy | Tactics | Audience | Timing | Desired Outcome | Measures | Responsible | Resources/ Costs |
|--|---|---|---------|--|---------------------------------|---|-------------------------------------|
| A. Support Advocacy efforts by providing print materials, assisting in communicating policy matters, and educating System and our publics about government issues related to health care. | Establish regular meeting with VP Mission and Sr. Associate Advocacy (together and separate); send e-mail update to communications staff, place information on Intranet and website, create information packet for use in outreach. | All internal stakeholders, government officials and lobbyists | Q1 2007 | Internal and external stakeholders are aware of Advocacy efforts and issues affecting SCLHS. Efforts result in impacting policy that positively affects SCLHS and health care. | Use of and demand for materials | ADC, Sr. Judith Jackson, CS EDL, TMH to assist as needed. | TBD: possible design, printing, TMH |

5. Support Foundation efforts.

| Strategy | Tactics | Audience | Timing | Desired Outcome | Measures | Responsible | Resources/ Costs |
|---|---|-----------|---------|--|--|--|-------------------------------------|
| A. Provide print materials and counsel on outreach efforts and Philanthropy 100 | Meet with Foundation staffs and provide counsel, provide print materials about SCLHS, include Foundation information on Websites and secure online donations. | Community | Q1 2007 | Foundations are more effective in fundraising/fundraising efforts. | Funds are raised (Balanced scorecard: 1% of net revenue) | ADC, LTG, Foundation staff, Affiliate Com. Staff to work with local Foundation EDL to assist | TBD: possible design, printing, TMH |